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United States
Department of
Agriculture

Executive
Development
Seminar



The University
of Arizona

February 4 - 7, 1963
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SEMINARS IN EXECUTIVE DEVELOPMENT

Tucson, Arizona

February 4-7, 1963

Feb

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of Personnel

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INTRODUCTORY

FOREWORD

This publication contains the highlights of the ^{of} Seminar in Executive Development conducted at the Student Union, University of Arizona, Tucson, Arizona, February 4 - 7, 1963.

Three days of the Seminar were devoted to exploring three levels of agricultural involvement--the world community of nations, the national community of special interests, and the community of U. S. Department of Agriculture agencies. A fourth day was devoted to probing into the response of the individual to his commitments, obligations and authorities in an oft-bewildering complexity of overlapping and conflicting purpose-oriented communities which wake up the world.

✓ This Seminar represented something of a departure from the usual "training" session dealing with management skills and techniques. It was deliberately designed to establish some valid ground for doubts, to point out some regions of real unknowns, and to suggest a framework for more encompassing programs of self-improvement. It emphasized the need for broadened horizons of job environment to provide for proper response, in terms of program planning and directing, to the long-range, wide-range needs of a changing world society.

The Seminar is one of a continuing series of management endeavors of the Department aimed at creating better managers for a better public service.



Staff - Dr. George Hull, Director of Ag. Extension and Coordinator for our seminar, Loyd M. LaMois, Coordinator of Seminars in Executive Development, Diana M. Westcott, Assistant, Dean Harold E. Myers of the College of Agriculture.

Dean Harold E. Myers of the College of Agriculture and Dr. George Hull, Director of Agricultural Extension, were instrumental in the success of the week-long conference conducted at the Student Union, University of Arizona, Tucson, Arizona. Their efforts toward providing speakers and photographers and also the space for the conference sessions is deeply appreciate.



Special recognition is given to our four participants evaluators, Roy W. Lennartson, AMS, Clare Hendee, FS, Robert C. Leary, FHA, Herschel D. Hurd, SCS. These individuals played a major role in the guidance of the day-to-day efforts of the conference. The evaluators contribution to the session caused the sessions to develop beyond merely a training exercise.

SEMINAR PARTICIPANTS
BY AGENCY, NAME, POSITION AND LOCATION

Agency	Name	Position	Town
<u>ARIZONA</u>			
ARS	Earl R. Mackery	Veterinarian in Charge	Phoenix
FS	Chester Olson	Range & Fire Staffman	
		Sitgreaves Nat'l Forest	Holbrook
FHA	George H. Reuss	State Director-at-Large	Tucson
SRS	Floyd Earl Rolf	Ag. Statistician in Charge	Phoenix
<u>ARKANSAS</u>			
ERS	Nathan G. Mallett	Agricultural Economist	Little Rock
<u>CALIFORNIA</u>			
ERS	Robert V. Enochian	Agricultural Economist	Albany
<u>COLORADO</u>			
ERS	Raymond L. Anderson	Research Ag. Economist	Fort Collins
ASCS	Henry H. Christensen	State Executive Director	Denver
FHA	Amer Lehman	State Director	Denver
<u>IDAHO</u>			
FS	John Douglas Beebe	Forest Supervisor	Sandpoint
<u>LOUISIANA</u>			
ASCS	Charles B. Landry	Audit Representative	New Orleans
<u>MONTANA</u>			
FS	Wilfred W. Dresskell	Ass't Regional Forester	Missoula
SCS	Herschell D. Hurd	State Conservationist	Bozeman
<u>NEW MEXICO</u>			
FHA	Drew J. Cloud	State Director	Albuquerque
FS	Irvin Pat Murray	Forest Supervisor	Albuquerque
FS	Chandler St. John	Branch Chief	Albuquerque
<u>OKLAHOMA</u>			
FHA	Richard P. Maxey	State Director	Stillwater

TEXAS

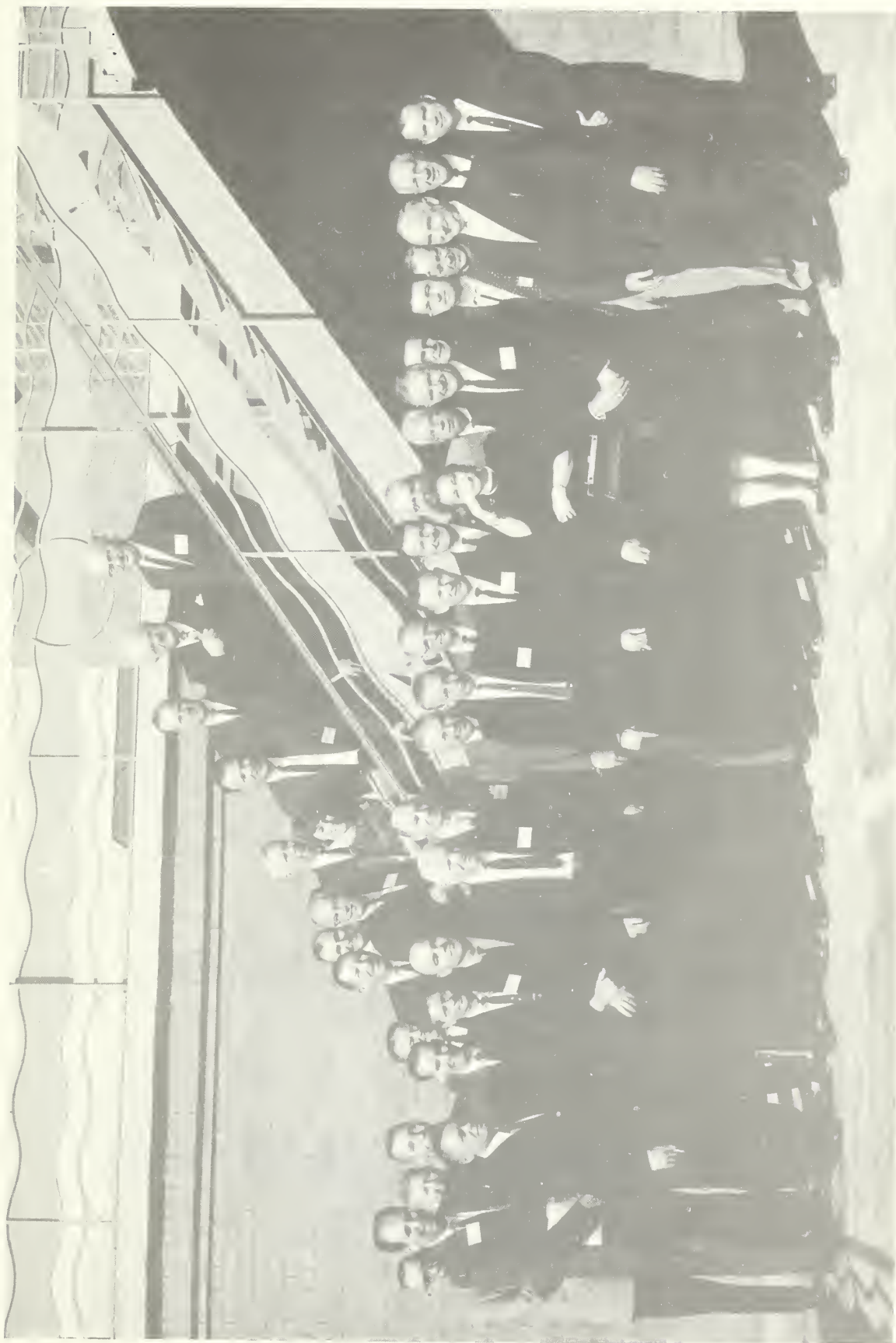
AMS	Harold C. Bryson	Chief	Dallas
SRS	Robert S. McCauley	Ass't Stat. in Charge	Austin
SCS	Wilson T. Moon	Ass't State Conservationist	Temple
SCS	William A. Weld	Soil Conservationist	Fort Worth

WASHINGTON, D. C.

FS	Clare W. Hendee	Deputy Chief
FHA	Robert C. Leary	Assistant Administrator
AMS	Roy W. Lennartson	Associate Administrator
FAS	Richard H. Roberts	Deputy Ass't Administrator for Export Programs
AMS	L. Kenneth Wright	Director, Administrative Services Division

WYOMING

FHA	Lynn L. Pickinpaugh	State Director	Casper
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Participants of the Seminar in Executive Development, Tucson, Arizona, February 4-7, 1963.

A G E N D A

MONDAY, FEBRUARY 4, 1963

Presiding, Roy W. Lennartson
Associate Administrator
Agricultural Marketing Service

9:00 a.m. Registration -

9:30 a.m. Opening Session -

Introductions - Participants

Welcome - Harold E. Myers, Dean
College of Agriculture
University of Arizona

Orientation - Loyd M. LaMois, Coordinator
Seminars in Executive Development
USDA, Office of Personnel

Topic Area I "AGRICULTURE IN A WORLD COMMUNITY"

11:00 a.m. U. S. Agriculture and the U. S. D. A.
Mrs. Dorothy H. Jacobson
Assistant to the Secretary
U. S. Department of Agriculture

12:00 Noon Lunch

1:30 p.m. The Common Market and U. S. Agriculture
Richard Hale Roberts, Deputy
Assistant Administrator
Foreign Agricultural Service
U. S. Department of Agriculture

2:30 p.m. The Developing Nations and U. S. Agriculture
Jimmye S. Hillman, Head
Department of Agricultural Economics
University of Arizona

3:30 p.m. Coffee

4:00 p.m. Case History Discussion of PL 480 Purchase (Poland)
Richard Hale Roberts, Deputy
Assistant Administrator
Foreign Agricultural Service
U. S. Department of Agriculture

TUESDAY, FEBRUARY 5, 1963

Presiding, Robert C. Leary
Assistant Administrator
Farmers Home Administration

Topic Area II "THE UNITED STATES - A COMMUNITY OF SPECIAL INTERESTS"

8:30 a.m. Special Interest Groups in the Political Process

York Willbern
Professor of Public Administration
University of Indiana

9:30 a.m. Agriculture in U. S. Politics and Economics

Maurice M. Kelso
Professor of Agricultural Economics
University of Arizona

10:30 a.m. Farm Group Postures - Panel of Farm Group
Representatives

Marvin Morrison, President
Arizona Farm Bureau Federation
Herschel D. Newsom, Master
National Grange
J. I. Naman, President
Texas Farmers' Union

1:30 p.m. Problem Centered Conference Groups

4:00 p.m. Assembled Reporting Sessions

WEDNESDAY, FEBRUARY 6, 1963

Presiding, Clare Hendee
Deputy Chief
U. S. Forest Service

Topic Area III "THE USDA - A COMMUNITY OF AGENCIES"

9:00 a.m. An Agency Within a Department

Roy W. Lennartson
Associate Administrator
Agricultural Marketing Service
U. S. Department of Agriculture

WEDNESDAY, FEBRUARY 6, 1963 (Contd.)

10:20 a.m.	Coffee
10:45 a.m.	<u>A Department and its Agencies</u> Joseph M. Robertson Assistant Secretary U. S. Department of Agriculture
12:00 Noon	Lunch
1:30 p.m.	Problem Centered Conference Sessions
3:35 p.m.	Coffee
4:10 p.m.	Assembled Reports and Open Forum Discussions

THURSDAY, FEBRUARY 7, 1963

Presiding, Herschell D. Hurd
Soil Conservationist
Bozeman, Montana
Soil Conservation Service

Topic Area IV	"THE PUBLIC SERVANT IN A DEMOCRATIC SYSTEM"
9:00 a.m.	<u>Politics and the Human Covenant</u> John F. A. Taylor Professor of Philosophy Michigan State University
10:00 a.m.	Coffee
10:30 a.m.	<u>Religion in American Society</u> William R. Hutchison Professor of American Studies American University
1:00 p.m.	Problem Centered Conference Sessions
4:00 p.m.	Assembled Reporting Sessions
7:00 p.m.	Banquet

DISCUSSION GROUP ASSIGNMENTSGROUP A

Raymond L. Anderson, (ERS), Fort Collins, Colorado
John Douglas Beebe, (FS), Sandpoint, Idaho
Robert C. Leary, (FHA), Washington, D. C.
Richard P. Maxey, (FHA), Stillwater, Oklahoma
Wilson T. Moon, (SCS), Temple, Texas
Chandler St. John, (FS), Albuquerque, New Mexico
L. Kenneth Wright, (AMS), Washington, D. C.

GROUP B

Wilfred W. Dresskell, (FS), Missoula, Montana
Robert V. Enochian, (ERS), Albany, California
Roy W. Lennartson, (AMS), Washington, D. C.
Earl R. Mackery, (ARS), Phoenix, Arizona
Chester Olson, (FS), Albuquerque, New Mexico
Lynn L. Pickinpaugh, (FHA), Casper, Wyoming

GROUP C

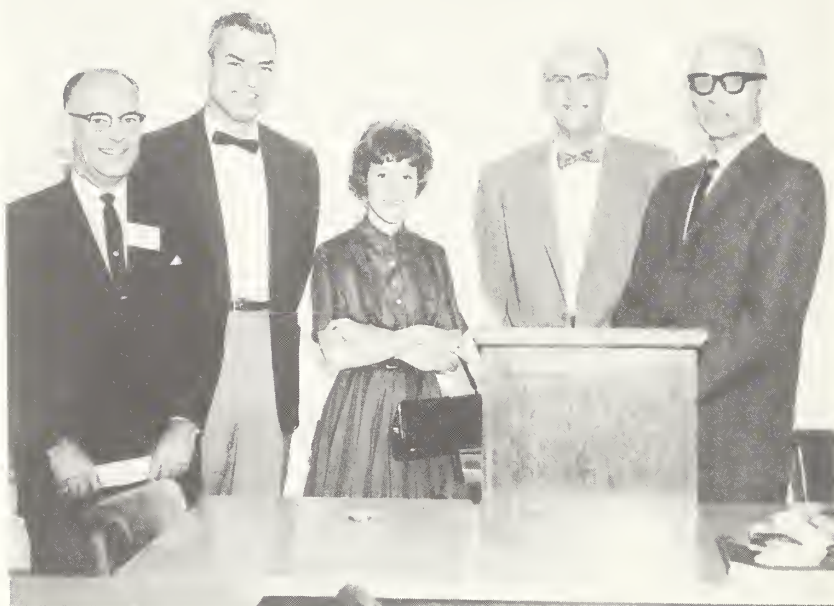
Harold Clayton Bryson, (AMS), Dallas, Texas
Henry H. Christensen, (ASCS), Denver, Colorado
Herschell D. Hurd, (SCS), Bozeman, Montana
Robert Samuel McCauley, (SRS), Austin, Texas
Irvin Pat Murray, (FS), Albuquerque, New Mexico
George H. Reuss, (FHA), Tucson, Arizona
Richard Hale Roberts, (FAS), Washington, D. C.

GROUP D

Drew J. Cloud, (FHA), Albuquerque, New Mexico
Clare W. Hendee, (FS), Washington, D. C.
Charles B. Landry, (ASCS), New Orleans, Louisiana
Amer Lehman, (FHA), Denver, Colorado
Nathan G. Mallett, (ERS), Little Rock, Arkansas
Floyd Earl Rolf, (SRS), Phoenix, Arizona
William A. Weld, (SCS), Fort Worth, Texas

DISCUSSION TOPICS

T O P I C I
AGRICULTURE IN A WORLD COMMUNITY



Richard H. Roberts, Deputy Assistant Administrator, FAS, USDA; Jimmie S. Hillman, Head, Department of Agricultural Economics, University of Arizona; Diana M. Westcott, Office of Personnel, USDA; Maurice M. Kelso, Professor of Agricultural Economics, University of Arizona; Joseph M. Robertson, Administrative Assistant Secretary, USDA.

THE USDA - "IT'S PROGRAMS AND GOALS"

By

Dorothy H. Jacobson
Assistant to the Secretary

Assistant to the Secretary, U. S. Department of Agriculture, since January 1961. Administrative Assistant to Orville L. Freeman during his three terms as Governor of Minnesota. Before that taught Political Science at MacAlester College in St. Paul for ten years. Her professional activities include a year in the Washington, D. C. office of the League of Women Voters back in 1936-37 before her marriage, and several years of teaching in the public schools of Minnesota, in Lincoln School of Teachers College, Columbia University, New York, and at the University of Minnesota.

The role of the Department of Agriculture in this century must be evaluated in terms of the technological and scientific revolution, the impact of which is and will continue to be so tremendous that the changes that have taken place in the past fade into relative insignificance.

The acceleration in the rate of change is also extremely important. Change has always characterized human society but it has never taken place as rapidly as now. This means that the problem of adjusting to and adopting change is more urgent and more critical than ever before. We must accept change to survive.

Several illustrations of the rapidity of change were cited.

1. In 1860 one American farmer produced enough food for 4.53 people, in 1910 - 7.07, in 1940 - 10.69, in 1960 - 26.2.
2. If we were to compress 50,000 years of history into a span of 50 years then:
 - a. 10 years ago man would be emerging from caves.
 - b. 5 years ago he would be learning to write.
 - c. Two months ago he discovered the steam engine-- and the industrial revolution began.
 - d. Last week nuclear power appeared in the picture.

There has been change throughout history but there has been a lag in sociological techniques in adjusting to technological changes.

The role of USDA today involves two major implications.

1. The potential for abundance
 - our society, economic and political, has been geared to an economy of scarcity.
 - we are now in an age of abundance. This has never happened in human history. We now have knowledge enough, power enough so that the door is open to a potential for abundance in all necessities of life. This potential is a reality in American agriculture.
 - the potential for abundance raises several questions and implies challenges:
 - a. How to manage abundance to quantities we can use with enough flexibility to meet emergencies either domestic or international and to meet future needs.
 - b. How to strengthen and preserve the values of Rural America--when the dwindling number of farmers threatens the chief economic base of towns. The answer here in part may be in providing for future needs for people of those things of which there is a scarcity. Recreation for example.
 - c. Can American agriculture lead the way in adapting to an economy of abundance?
 - d. Can American agriculture help develop techniques that strengthen democracy in an age of bigness. Can it bring government and people closer together?
 - e. How can we manage our abundance and still conserve and enhance our resources for the future?
 - f. The progress we make in solving problems of abundance in agriculture is related to the economy of the whole nation. Underemployment and overproduction in agriculture is related to unemployment and automation in industry.

2. Relationships with the world

--There are no longer any purely domestic problems

--Agriculture has a potential contribution to make to emerging (underdeveloped) nations

- a. To meet need for food
 - To relieve suffering
 - To meet emergencies
 - To foster economic development and help combat inflation
- b. Share "Know-How"
 - How to produce
 - To build institutions that will promote freedom and democracy such as: family farms, land reforms, co-ops, credit, extension.
- c. Maximize propaganda for a free society.
Demonstrate that democracy can meet basic need for food better than communism.

3. How do we meet these challenges?

- a. The greatest needs are better communications, better public relations, education and propaganda directed at building real understanding at home and abroad.
- b. If we can learn how to direct scientific and technical changes and progress toward meeting human needs--if we can develop enough public understanding so that men in a free society can and will make the right choices-- we can hope for a bright future.
- c. The challenge is great -
 - possibilities are exciting
 - leaders in agriculture have a real opportunity

U. S. FARMERS' INTEREST IN THE EUROPEAN COMMON MARKET

By
Richard H. Roberts
Deputy Assistant Administrator for
Export Programs
Foreign Agricultural Service

Farmers in the United States are much more dependent on the export market than the rest of our economy. For comparison, we should recognize that only part of our industrial economy produces goods that are movable into export. Even when we take only that movable sector of the industrial economy for this comparison, we find farmers have twice as great dependence on the export market.

About one-sixth or 17 per cent of our total farm output is exported. But a large share of our farm products are exported at much higher percentages than this average. A large part of our agriculture depends on exports for 25 to 55% of the total output. This includes cotton, wheat, rice, tallow, hides, and even feed grains sold off the farms where grown.

Therefore, we can see that the basic question is not merely to reach a balance between agriculture and industry in the domestic economy as seems to be the assumption in some reports.

In the European Common Market area, U. S. farmers have an especially large stake. The six countries in the Common Market took about a quarter of our total agricultural exports in 1961. Of the U. S. agricultural exports for dollars, about a third went to these six countries. If we add the countries seeking membership or association, at least until last week, 51 per cent of the 1961 U. S. agricultural exports sold for dollars would have gone to the Common Market.

The Common Market people say they had to take a choice between two systems for their agricultural policy. One was to permit market prices to develop freely. Under this imports would be allowed without restrictions or protectionist measures of any importance. Then farm prices would have been low and direct subsidies would have to be paid to farmers so they would have adequate incomes. This system, they say, is used in the United Kingdom, and they add it is only practical where the agricultural population is not too numerous.

The other alternative would be to fix farm prices high enough for the farmer to earn a living from them. Then they would provide protection at the border against too many and too cheap imports. The Government would buy from farmers what they could not sell on the market at the support prices. They maintain this system is like that used in the U. S.

In applying it they have raised the tariff rate on our poultry from 4.8¢ per pound to 13¢. They have set the same rate on backs and necks -- the

lower priced parts -- as on the whole bird. They have established a so-called "gate price" as a minimum, and have enforced its effectiveness with a variable import levy. As a result the U. S. trade in these countries is off 45%.

Through the application of their policy they have put the tariff on fruit up 36%. That on flour is up in the Netherlands, the only significant market in these countries for our flour, from \$13 to \$40 per ton. In 1958 the rate on tobacco had been 19% -- now it is 28%.

Part of their aim has been like our original thirteen states -- to eliminate quantitative restrictions on imports, foreign exchange restrictions, and mixing regulations -- thus, to standardize tariffs and other import restrictions.

We want to maintain our normal access in their markets, as we continue to give them in our markets for their exports.

However, they are becoming more sophisticated with their restrictions. They have now added new health and sanitary restrictions, as in the case of Italy and France. We are attempting to obtain removal of these unwarranted new protectionist measures which have no basis in science or health findings. It is difficult to believe that they could justify being more careful about our U. S. products than our own Food and Drug people.

When they take sudden action with new charges, preferential arrangements, and revisions in their systems, they often show no interest in the question of whether our exports are being subsidized or not.

One approach to this problem for the U. S. and some of the other countries who also want their normal access to these markets, may be to work out some new international commodity arrangements. In this way, possibly one trade interest could be bargained against another in order to assure our farmers their usual type of reasonable access in these markets.

THE UNDERDEVELOPED COUNTRIES AND UNITED STATES AGRICULTURE

By
Professor Jimmie S. Hillman
Head, Department of Agricultural Economics
University of Arizona

Mr. Hillman was born in McLain, Mississippi. He received his B.S. degree at Mississippi State College and his Master's at Texas A&M.

He had a Rockefeller fellowship at the Univ. of California from 1948-50, where he received his Ph.D. in 1954.

In 1950 he came to the Univ. of Arizona where he became an Associate Professor in 1954.

In 1959 he became a Professor of Agricultural Economics, and he became the head of the Department in 1961.

Agriculture today finds itself in "two worlds" which have somewhat different goals and which worlds are confronted with different problems. Goals of agriculture in highly industrialized economies are built around programs which would (1) raise agricultural prices and incomes, (2) maintain food production for national security purposes, or (3) expand trade (but not necessarily output) in agricultural products, and which would refine economic efficiency in the production and distribution of agricultural commodities.

In less developed economies the dominant goal of agricultural policy has been to increase production. More and better quality food is needed; more raw materials are needed for industrialization; and export crops are pushed to pay for industrial capital and to meet balance-of-payments problems. Efficiency per se is not the principal worry but technological advance, literacy programs, and agrarian reform get a great deal of attention in national plans.

The economists explain these two worlds on the one hand by presenting a situation where problems arise because of the rapid advancement of the supply function and, on the other, a situation where problems arise because the price of food in real terms is high, which situation is caused by a lack of progress in the supply function. The former situation results in depression in farm prices due to the inflexibility of supply and demand. Factor returns also are depressed when such a condition exists. In the latter situation, even if food were abundant, farmers wouldn't be too well off due to the lack of absorptive capacity of the nonfarm economy for the products of agriculture.

Underdeveloped countries often find themselves in a "conflict of drives" because they are striving to produce food and raw materials for export (coffee, tea, cocoa, tropical fruits, oils, copra, etc.) and at the same time are pushing production for domestic consumption (the traditional crops of corn, beans, pulses, rice, starchy roots, etc.). Long-run increases in per capita output will determine the economic development of these countries. Statistics on this subject present a dismal picture. Price is a major consideration in any attempt to raise production. Prices must be higher and more stable for both the export and traditional crops.

The United States presents a picture of surpluses and a highly efficient agriculture compared to the underdeveloped world. Total food consumption is highly price and income elastic. Improving consumer diets will not result in major increases in food consumption. Domestic demand expansion programs cannot reduce surpluses very much, and farm prices and incomes will not greatly increase as long as the current situation exists.

It is not easy to "offset" the problems of the underdeveloped world with those of the United States. In fact, confusion exists as to what extent the United States agricultural supply function can be used to help less fortunate countries. Differences in values and ends and means are important; and humanitarianism sometimes adds to the confusion. United States aid and surplus programs are inconsistent and at times downright contradictory.

The result of many years of attempts to stimulate trade is subsidized exports on the part of the United States and Europe with many trade barriers arising in underdeveloped areas to protect local producers. Governments are more involved than even in trade. A world food policy is one guarantee toward helping solve some of the problems in all countries.

A CASE STUDY UNDER PUBLIC LAW 480 - POLAND

By

Richard H. Roberts
Deputy Assistant Administrator for
Export Programs
Foreign Agricultural Service

Born 1913, raised on farm, Iowa Falls, Iowa.
B. A. '32 Economics, Ph.D '35 Political Science,
State University of Iowa at Iowa City. Research
Fellow, Brookings Institution, Washington, D. C.
1936-37. Agricultural Adjustment Admin., Infor-
mation 1937-38, North Central Div. 1938-42; War
Food Admin. 1942-43; U. S. Navy, Lt. (j.g.)
Supply Corps 1943-45; Production & Marketing
Admin., Livestock Branch 1945-50, Acting Director,
Office of Requirements and Allocations 1951-53;
Foreign Agricultural Service 1953-63.

Beginning in 1957 Poland has been considered as meeting the definition of a friendly country under Public Law 480, the Agricultural Trade Development and Assistance Act of 1954. Under this Act, sales of surplus agricultural products may be made for foreign currencies through the provisions of Title I. Long term dollar credit sales may also be made under Title IV. Commodities may be granted under Title II, either for emergency uses or to assist in economic development. These grants of commodities can come only from the price support stocks of the Commodity Credit Corporation. This is also true of the two programs under Title III: donations of commodities for distribution to needy persons and for child feeding programs through relief agencies such as CARE, church agencies, UNICEF, etc.; and the other program of barter for stockpile or other materials.

In the programs operated as much as possible on a commercial basis, the Department of Agriculture has the leadership. This includes sales for foreign currencies under Title I and dollar credit sales under Title IV, both of which involve negotiation of government to government agreements. Although the negotiations are under the leadership of the State Department, the Foreign Agricultural Service in our Department has the responsibility for chairmanship of the interdepartmental committee that works out the negotiating proposals. The representatives on this Interagency Staff Committee for Agricultural Surplus Disposal, in addition to Agriculture include: State, AID, Treasury, Bureau of Budget, Commerce, Defense and USIA.

In a program like that with Poland, we have to work out what we consider they can not and would not buy for dollars. In the program the United States takes their zlotys for our surpluses. The United States uses as

much as it will pay for embassy expenses in Warsaw, as well as trade fairs, travel of observer teams, market development, and agricultural research. The Polish Government promises to buy back with dollars at the end of 10 years whatever of the zlotys remain on deposit in our account.

One of our main foreign policy interests in this country is that it has a large percentage of private farms. The government there is not taking them over into collectives on State farms. However, we think they might take them over by force if their food supplies should fall too low. It is the one country behind the Iron Curtain where people go to church in large numbers. Their people have the closest feeling for the West of any behind the Curtain. About six million people in the United States are of Polish descent.

A difficult problem results from the fact that Poland is a traditional exporter of agricultural commodities. It is well known that Poland ships canned hams to the U. S. -- its main export to earn dollar exchange. It also ships many commodities to the other chief importing countries of Europe, the United Kingdom and West Germany -- bacon, pork, lard, live hogs, live geese, eggs and butter are the leading examples.

After six years of these PL 480 agreements with Poland, another new one was announced February 1. It included substantial quantities of wheat, cotton, and tobacco, but did not include several of the commodities which had been substantial in previous agreements, notably, feed grains, fats and oils, and nonfat dry milk.

The U. S. sells large quantities of feed grains and soybeans for dollars in the countries of West Europe. Denmark and Netherlands are two of our customers for corn and soybean meal. They, like Poland, earn considerable foreign exchange funds by exporting their own animals products. These are produced in part from our corn and soybean meal. The Danish Government complained to our State Department that our PL 480 deals with Poland might hurt them.

In 1960 and '61 Poland increased its exports of eggs and butter. It also increased exports of pork, beef, and live hogs. As a result, in the agreement made in December 1961 we included no feed grains except barley specified for human consumption. We also included a proviso it could not enable Poland to increase its exports of barley of the quality used for brewing beer. Further, because rye in Poland is used either for bread or animal feed, the wheat supplied in the agreement was furnished on condition they buy for their own dollars eight million bushels of feed grains from the U. S. in calendar year 1962.

The Danish Government requested that the U. S. obtain agreement from Poland that its exports of several of the animal products would be held to the 1961 level in the year now ahead. However, during November and in January, Polish officials has issued announcements that the 1963 levels of restricted exports controlled by the Government were to be held close to the '62 and '61 levels, and in some cases lower.

The United States took note of these announcements and is advising the Danish Government it should also feel satisfied with the situation this year.

T O P I C I I

THE U. S. - A COMMUNITY OF SPECIAL INTERESTS



York Wilbern, Professor of Public Administration,
University of Indiana; Jay I. Naman, President,
Texas Farmers' Union; Marvin Morrison, President,
Arizona Farm Bureau Federation; Herschel D. Newsom,
Master, National Grange.

SPECIAL INTEREST GROUPS IN THE POLITICAL PROCESS

By
Professor York Willbern
Professor of Public Administration
University of Indiana

Prof. Willbern was born in Runge, Texas. He received his A. B. at Southwest Texas State College in 1934.

He received his Masters degree at Univ. of Texas in 1938, and his Ph.D. there in 1943. He was an Asst. Prof. of Government at N. Texas State College from 1942-43.

In 1946 he went to Alabama where he was an Assistant Prof. of Public Administration and Assistant Director of the Bureau of Public Administration for the 1946-47 school year. In 1949 he became a Prof. of Political Science and Director of the Bureau of Public Admin. From 1950-57 he was the Head of the Public Admin. Dept.

In 1957 he came to the Univ. of Indiana, where he is today, and became a Prof. of Government and Director of the Bureau of Government Research.

Special interest groups have been deeply imbedded in nearly every society, and in our society in particular. James Madison saw and described them clearly in one of the Federalist papers. As our society becomes more complex, the ramifications of groups increase. There are many thousands of them. Many active people are involved in multiple group memberships.

There are many bases for group associations--religion, age, sex, hobby and recreational activities, education, and many others. The most important factor leading to association, however, is that of occupation. This is not only the chief measure of the social status and style of life of an individual; it is also the most important single focus for associations.

The major occupational groupings of agriculture, of business, and of labor are very strong and powerful, and found in all advanced societies. These groupings are subdivided in many ways. Some of the divisions are ideological, such as the differences in outlook between the American Farm Bureau Federation and the National Farmers Organization. Probably even

stronger than the ideological differences are the differences between specific occupational interests--those in agriculture, for example, associated with particular commodities. These special occupational groupings are usually smaller but more cohesive and more tightly organized than are the larger, more heterogeneous organizations.

Within an association, there are approximately five circles of personal involvement: the paid staff (the effectiveness of an association turns most often on the existence and quality of its staff), the officers, the activists who know and keep up with the association's business, the other members, and the fellow-travelers who may be sympathetic and share in the benefits but who do not pay dues. The interests of these five groups are not identical; they may push for different goals. The internal power structure of that organization may be far different in practice than in theory--the staff may really appoint the officers, for example.

Associations are financed in many ways; some of the most important are membership dues, fees for special services such as insurance, and collective enterprises.

Associations are interrelated in many ways. Some associations work closely with each other and are interlocked in various ways. Many associations cooperate on some measures, compete on others. Many associations have particularly close relations with business firms, or with particular governmental agencies. The existence of a strongly organized interest group may dominate a segment of the bureaucracy, or the bureaucracy may dominate the interest group.

Associations engage in many activities. Most basic is that of sharing ideas and experience -- a type of education. They also engage in study and research, collecting new knowledge, express the collective opinion of the membership, promote the interests of the membership actively, and even engage in highly structured collective enterprises.

The interplay of the influence of special interest groups may be illustrated by a vector model, in which the actions or decisions of a public agency constitute the resultant of the various pressures which are brought to bear upon it, in a free political market place. The public interest may be best preserved, not through any identification of it as separate from the special interest, but through encouragement of the fullest interplay of all the possible special interest.

AGRICULTURE IN UNITED STATES POLITICS AND ECONOMICS

By
 Professor Maurice M. Kelso
 Professor of Agricultural Economics
 University of Arizona

Prof. Kelso was born in Alexandria, South Dakota. He received his B.S. degree from the Univ. of Minnesota, his M.S. from Connecticut Agricultural College and his Ph.D. in Agricultural Economics at the Univ. of Wisconsin.

From 1933 to 1934 he was chief of the planning sect, development subsistence homesteads, U. S. Dept. of Interior in Washington.

In 1934 he came to the Dept. of Agriculture where he remained until 1942 - in Washington as an economist, and then served from 1942-1946 in New Mexico.

In 1946 he became a Prof. of ranch economics at Montana State College. In 1948 he became head of the department of agricultural economics. In 1953 he became the dean of agriculture and director of the Experiment Station.

In 1958 he came to his present position of Prof. of Agricultural Economics at the Univ. of Arizona.

- I. Agriculture is an inseparable part of our national socio-economic culture.
- II. Our national value system includes "progress" with "stability."
 - A. "Progress" means instability because it means change.
 "Stability" means changelessness.
 - B. Progress is identified largely in material terms that lend themselves to economic measurement so it has become identified with economic growth.
 Stability is identified largely with intangibles of ideals, goals, values that are not amenable to material measurements so have become the arena for debate, oratory, and exhortations.
- III. Agriculture and economic growth.
 - A. What is economic growth? An increase in output of marketable goods and services, including governmental services valued at dollar cost, measured in dollars per capita and widely spread

over all or most of those who compose the society.

- B. B. Agriculture's place in and relations to the whole differ at different growth stages.
 1. primitive
 2. the "take-off"
 3. self-sustaining growth
 4. Contrast agriculture's role and problems at first or take-off with third or "orbit" stages.
 - a. Agriculture at first or take-off stages - the prime mover - gets economies off the ground - expansion of output with saving of manpower to be drained away to nonfarm employment
 - expansion of incomes in agriculture to be saved and invested - by "force" if need be, voluntarily if possible
 - expansion of technical know-how in agriculture without increase in use of capital - scarce inputs
 - its "problems" are bound up in breaking away from traditions, in increasing output per man (and per acre) in learning to think "scientifically," "capitalistically," "pecuniarily," and "progressively."
 - b. Agriculture at third or "orbit" stage - under conditions of high-level development
 - (1) farmers face a price-cost squeeze
 - (a) low income elasticity of food (U. S. - .15)
 - (b) High price of farm purchased inputs because of strong demand from nonfarm economy
 - (c) increased proportion of farm inputs are purchased - 1950-1959: 60 up to 70%
 - (d) technology increases farm output faster than demand increases: low price elasticity of demand for farm products means greater than proportional drop in farm product prices.
 - (2) Heavy pressure on agriculture to curtail inputs relative to output thus "saving" resources for use elsewhere.
- IV. Agriculture and stability
- A. The goals and values of America (Don Martindale, U. of Minn.)
 1. America has been a nation of rural-town values and moralities. This value structure reached its peak around 1880-1910.
 2. Three forces that have been changing that character: assimilation of mass migrations, rise of the cities, formation of powerful complexes of mass industry and government -- and I add - impacts of technology.
 3. The American rural-town character and its attendant values and moralities is changing. Where it will end is not yet clear.
 - B. Brewster's characterization of these rural-town creeds
 1. the work ethic
 2. the democratic creed
 3. the enterprise creed

- C. The American political system was erected on this foundation of rural-town values. It has been enshrined in "districting" for the selection of legislators and congressmen. This enshrinement is breaking up.
- V. The conflict between agriculture, the industry, experiencing - seeking - the inevitable changes incident to a high level of economic progress in our American society and that "other" agriculture which is the custodian and protector of our traditional rural-town moralities and creeds -- here is the stuff of high drama and tragedy, of internal strife within the family of agriculture itself. To paraphrase Martindale: agriculture is changing internally and is changing in its relations to the socio-economic culture of which it is a part, but it is not clear where the change will end nor what it will look like when it is concluded.

Marvin Morrison, President
Arizona Farm Bureau Federation
Phoenix, Arizona

Mr. Morrison is a native Arizonan.. He is a cattle feeder, and a producer of field crops (cotton is his chief crop). He has been a member of the Board of Directors of the American Farm Bureau for the past three years. He is now President of the Arizona Farm Bureau.

In 1906 the first county agent was employed by Agriculture. In 1911 the organization of farmers was formed. County Farm Bureaus were organized. In 1917 the first state organization was in New York. In 1919 the National Farm Bureau organized. In 1962 there was a 1,607,000 family membership. The South is gaining in membership. 66% of the commercial farmers are members. Average dues in a state are \$26.

The Farm Bureau policies are developed locally and adopted nationally. It attempts to reconcile regional and commodity differences. Basically believes in free enterprise system.

USDA Relationships - The Farm Bureau finds it difficult to work with commodity groups because of rapid policy changes. Designs the following farm program:

- Voluntary retirement program(crop lands)
- Voluntary wheat program - terminate quotas
- Eliminate CCC competition with farmers
- Surplus should be sold at 115% of parity
- Return cotton to the market system

Herschel D. Newsom, Master
National Grange
Washington, D.C.

Mr. Newsom is a farmer in Bartholomeu County in Southern Indiana.

He received his A.B. degree in Chemistry from Indiana University in 1926.

He is a diversified farmer.

Being a third generation Grange worker he was elected Master of the Indiana State Grange from 1937 - 1950. He has been a member of the National Grange since 1946. He became Chairman of the National Grange Executive Committee in 1948.

He has been Master of the National Grange since 1950.

The Grange is known as the senior farm organization.

Every night of the week forty to fifty thousand people are attending Grange meetings.

Grange policy is generally based on a 1924 policy statement which declared that we will never solve the agriculture problem until we recognize its origin. The Grange opposes government interference with property rights, and as an organization it opposes government control of production.

The Common Market and cheap foreign production have a very real impact on the American farmer. In order for this country's agriculture to compete in world markets, each commodity program should be developed by itself, and it should be developed in a protective economy.

In general, Mr. Newsom presented the picture of the Grange as the conservative, middle-of-the-road farm organization. He deplored the tactics of organizations like the NFO. He did not differ seriously with the objectives of the Farm Bureau and the Farmers Union. He differed on some points of view, but his chief concern is the methods they sometimes use in attaining their objectives.

Jay I. Naman, President
Texas Farmers Union
Waco, Texas

Mr. Naman was born in Waco, Texas. He received his B.A. degree from Baylor University in 1947.

He attended Texas University Law School. He served a year in the Navy during World War II. He has been farming since 1949 - raised livestock and feed near Waco.

He has been the President of the Texas Farmers Union since December 1961.

There are many influences that effect the general philosophy of a farm organization. For the purpose of my remarks today, I would like to categorize all of these as either being subjective, indicating that they arise from the social and environmental backgrounds of farmers; and, objective influences, indicating that they are a result of conditions prevailing outside of agriculture, off the farm, and in the economic realm of the business of industrial community.

The average farmer's role in the life of his community requires most of his available time not actively engaged in his farm chores. The struggle to expand and enlarge the individual operation to offset lower prices and increased costs have intensified this situation as has the fact that there are fewer available young men to assume community leadership at this stage in the attrition of farmers. Sensing this situation, farm groups have been inclined to seek certain ways to exert extra appeal to lure farmers into participation in their activities.

In the first place, Farmers Union's policy for recruiting membership gives credence to its integrity by restricting membership to farmers only. Secondly, we are frank to tell farmers that they are not "rugged individualists" who can exist by their wits and the strength of their hands alone, but rather tell them that they must depend on cooperation and government to protect them. Thirdly, it is our doctrine that his strong spiritual sense is better exemplified in his responsibilities to his fellow man everywhere and to future generations, than it is in a false and sanctimonious adherence to some neo religious doctrines of the social and economic reactionist. Farmers Union has always maintained a friendly relationship with organized labor, and refused to support legislation contrary to the best interests of labor.

It is much easier to convince farmers that their arch enemy is organized labor particularly when you characterize all of labor in the image of Hoffa,

and point out the role labor plays in the cost-price squeeze. It is not nearly so easy to sell the idea that we, as farm organizations are inconsistent if we oppose labor for doing exactly what we are attempting to do, and have just not been as successful in our efforts.

Farmers Union has steadfastly through the years refused to join in any real alliance with groups of businessmen, middlemen or trade organizations. It has preferred to put greatest emphasis on its independence from interests that sometime find themselves adverse to farmers.

Our doctrine which illuminates the importance of the family farm is not a dogmatic one, but rather regards the benefits of mechanization and specialization, and recognizes that the size of the operation cannot be static.

Of course, this doctrine has little appeal for the processor, handler, and absentee owner of the corporate or hobby farm.

Our goals in this year 1963 are the same as they were at the time of **the** founding of Farmers Union in 1902, that is -- federal farm programs providing farmers an assurance of full parity of income, prices, revitalization of the rural areas including adequate medical facilities and schools, utilization of food and fibre produced in excess of market requirements to feed hungry and naked people in the underdeveloped countries of the world, protection of farmers cooperatives including rural electrification, and the strengthening and the preservation of farm credit agencies to afford farmers the benefits of long range, low interest rate credit. These are programs for people, and are prescribed to take a positive and leadership approach for the generations to come. No influence objective or subjective have ever altered Farmers Union's course, and I trust none ever will.

TUESDAY DISCUSSION

Agricultural Marketing Service is trying to develop an image. It is hard to give the public an idea of what their job is.

Agricultural Stabilization and Conservation Service gets pressure from the various interest groups to alter the allotments of controlled crops. These groups say "Why not take advantage of non-use acreage allotments to reduce production."

Economic Research Service's problem relates to the planning and development of the total natural and human resources within a given area. This involves an intimate knowledge and understanding of the many activities of the agencies within the Department and the effect these activities will have on future agricultural economy, the supply and demand situation, price - cost relationships, and so forth.

A major problem of Farmers Home Administration centers around training of existing technicians in the comprehension of the total Department programs, especially as they relate to new authorities, for example the Office of Rural Areas Development. The relevant position of FHA in the overall Department activities is another major problem of this agency. It still retains the welfare image.

The Forest Service is in lack of a good public image. Smokey Bear gives the image of the fire watcher and fighter only. They are trying to improve their image by tying it to their total program of activities. The Forest Service has a problem of getting the public to understand that timber is a crop, is planted, grows and must be harvested.

Soil Conservation Service is working on private land with sociological problems. They lay out the alternatives to the landowners. Because of this it takes a long time to get going on a program; conservation isn't moving as fast as they would like to see it go. Another main problem of Soil Conservation Service is rationalizing the desires and maintaining the support of the wildlife interests.

The Statistical Reporting Service is primarily concerned with communications since much of the state data comes directly from farmers, businessmen, etc., on a voluntary basis. Some farmers feel that the information they have been providing has been used against them in other government programs.

SUGGESTIONS

1. It is the responsibility of an agency to present the program of the Department to its respective clientele and to the public in general.
2. They could increase the use of "USDA" in the name of agency release of information.

3. The county agents are not identified closely enough with the USDA. They should be more closely identified with the Department.
4. Send out an agenda of USDA officials to local offices so that they might have a chance to meet these officials when they are in the area.

T O P I C I I I

THE USDA - A COMMUNITY OF AGENCIES



Roy W. Lennartson, Associate Administrator,
AMS, USDA; Joseph M. Robertson, Administrative
Assistant Secretary, USDA.

AN AGENCY WITHIN A DEPARTMENT

By
Roy W. Lennartson
Associate Administrator
Agricultural Marketing Service
U. S. Department of Agriculture

Mr. Lennartson was reared on a farm in northern Minnesota, and is a graduate of the University of Maryland. He joined the Department of Agriculture in 1936 with the Farm Credit Administration.

In 1945 he became Director of the Poultry Branch, Production and Marketing Administration. In 1951 he was named Assistant Administrator for Marketing in that agency. In late 1953 Mr. Lennartson was named Deputy Administrator in the newly organized Agricultural Marketing Service, which position he held until 1962 when he was appointed Associate Administrator of the agency.

USDA agencies are clustered into somewhat homogeneous action areas, each of which is the responsibility of an Assistant Secretary. The Agricultural Marketing Service is an example of an agency operating within one of these clusters. This agency has 9,000 employees throughout its 20 functional and service divisions.

In launching new programs it often is advantageous to have them well in motion prior to a change in administrations; otherwise, there may be lost time between initial planning and implementation because of personnel changes at the policy-making level. Individual agencies may be directly effected by changes in national policy at the cabinet and sub-cabinet level. Examples of this which bore on the Agricultural Marketing Service are:

- The Packers and Stockyard Act and its 1958 amendment.
- The expansion of the National School Lunch Program.

Communications is the key to effective agency administration in the face of National and Departmental policy changes. There must be constant flow of information, not only within the agency organization, but also between the USDA agency and all segments of our governmental heirarchy.

WEDNESDAY DISCUSSION
GROUP A

Programs administered by the Department of Agriculture have increased rapidly in both scope and complexity. This has brought about a need for (1) a coordinated and effective exchange of program information for interagency solidarity and (2) intensive education of the general public in objectives, programs and accomplishments.

Full acceptance by the public is at the present time a significant hurdle in the way to program attainment.

We recommend that the Department:

- 1) Work toward the use of full names in describing the Department, agencies or work programs within the Department.
- 2) Acquaint all agencies with new programs in simple, nontechnical language.
- 3) Increase information to the public on the services and assistance available from the Department to other than farmers.
- 4) Identify county agents more closely with the Department of Agriculture for better support of programs and policies.
- 5) Emphasize the use of "U. S. Department of Agriculture" in agency release of information.

GROUP B

The problem of wild land management was selected for discussion because this broad problem is concerned with every topic discussed during the conference. Public and often private land programs are affected by thousands of pressure groups. When pressures are equal, program goals can be accomplished with little difficulty, but this never happens. We now pin-point the problem area of range forage for our problem discussion.

PROBLEM:

Western ranges, both public and private, include a high percentage of unsatisfactory conditions contributing to serious erosion problems. Pressures, lack of understanding, low land values and high cost of improvements has prevented the agencies from solving this problem

although many have action programs. The problem exists on: lands under Forest Service control, other federal lands, state lands, private lands.

Agriculture is involved through its agencies on all these lands through Administrative, Cooperative, Incentive Payment, Research, Extension, Rural Area Development, Marketing and other programs. There is need for Departmental Coordination, some of which is being done and further Agency Coordination within Agriculture to achieve the goal of getting these lands restored to a satisfactory condition.

Here is a possible solution. Take an inventory of the situation by an analysis of ranges and by soil surveys. Coordinate Departmental programs and also agency programs. Further implement action programs through education, legislation, regulation, management of ranges, improvement of ranges and adjustments in use.

GROUP C

The problem is how to improve the image of the USDA through better communications. This problem is acute at the state and county levels since there is no one telling the story of the USDA effectively. It is heard only in fragments as presented from the agency viewpoint.

RECOMMENDATIONS:

- 1) Establish a task force in the Secretary's Office which can speak for USDA. This would be in addition to the present staff since these people cannot take too much time from their regular work to meet the needs.
- 2) Initiate an internal drive among local USDA agencies to tell the total USDA story.
- 3) Develop intra-agency training programs at the local level to train more people to tell the USDA story.
- 4) Develop a closer relationship between USDA agencies so that they can operate as USDA in more affairs, for example, Rural Areas Development.

GROUP D

Because our principal concern here has been the development of a more closely knit Department community and since the Rural Development Program is based on interagency collaboration, we considered -- techniques and methods to facilitate the O.R.A.D. Program.

SUGGESTIONS: (All Agencies)

- 1) Assist the Extension Service in encouraging farm leaders to participate in Community Development Programs.
- 2) Improve the job of informing Department personnel and farm leadership of Department resources.
- 3) Identify to and for farm leaders, projects and programs within agency authorizations that can be applied to existing neighborhood and community problems.
- 4) Bring all possible satellite interests into the problem exploration and planning process, i.e., Soil Conservation district supervisors, ASCS Committeemen, Farm organization leaders, community group leaders, and so forth.
- 5) Have wide-spread information on successful community projects or programs.

T O P I C I V

THE PUBLIC SERVANT IN A DEMOCRATIC SYSTEM



William R. Hutchison, Professor of American Studies,
American University; John F. A. Taylor, Professor of
Philosophy, Michigan State University.

POLITICS AND THE HUMAN COVENANT

By

John F. A. Taylor
 Professor of Philosophy
 Michigan State University

Mr. Taylor received his A.B. degree in Philosophy at Princeton University in 1936. He received his PH.D. there in 1940. Following this, he did research work in Fine Arts at Columbia Univ. for a year. He was a fellow in Art and Archaeology at Princeton University from 1941-42. From 1942-45 he was a Lieutenant in the U. S. Naval Reserve. He was a professor and head of the Dept. of Literature and Fine Arts at Michigan State Univ. from 1946-52. In 1952 he came to his present position of Professor of Philosophy at Michigan State University.

Political theory has for three centuries been conceived as a study of the displacements of power in human affairs. The consequence has been that we are no longer able, in describing the political condition of men in the modern world, to mark a distinction between politics and ecology, between the posture of men who stand related as persons under a political covenant and the posture of men who stand related as prisoners and captors in a concentration camp.

I describe the relations of men who consent to a common covenant in intercourse and conduct as "political"; I describe the relations of men who acknowledge no common covenant as "merely ecological". Thus, men who submit by consent to the restraints essential to their society are said to have political peace. The men of Dachau, men related simply as prisoners and their captors in a concentration camp, are said to have a merely ecological peace.

The latter is a merely natural fact, the mute sufferance of those who endure the consequences of a bare equilibrium of power: the men of Dachau have only the bare physical neighborhood of thing with thing.

The former is a historical achievement, the instituted peace of men who, despite their differences, regard each other as subjects of rights and duties: they have, even in the absence of physical neighborhood, the covenanted relations of person with person.

The confusion of political with ecological equilibrium in human affairs is at the root of all of the political illusions in our world. It has debased the motives of men and nations. It has obscured the path of government and the vision of peace in modern times. Nor shall the perils of modern life be in any measure abated until men and nations acknowledge, by consent to law, the covenants essential to their peace with one another.

RELIGION IN AMERICAN SOCIETY

By

William R. Hutchison

Associate Professor of American Studies
American University

Mr. Hutchison was born in San Francisco on May 21, 1930. He was educated in the public schools in Washington, Pennsylvania, and Easton, Pennsylvania. He received his B. A. from Hamilton Univ. in 1951, and his B. A. and M. A. from Oxford in 1953. He received his Ph.D. from Yale in 1956 in American History. From 1956-58 he was an instructor of History at Hunter College in New York City. In 1958 he came to the American University where he is now a professor of American Studies.

Critical evaluations, both foreign and domestic, of our religious institutions and ethical standards are consistent with impressions about our society as a whole. American society is almost universally admired for its idealism and vitality, and generally criticized for a certain shallowness and over-activism. Points hardest to understand about our religious life are its apparent fragmentation, its activism, the "religiosity" of Americans and of American political rhetoric (Moralism), and the combination of toleration and intolerance. We must look both at the background of modern American religion and at the current situation.

The early shaping forces in American religion were notably the great central traditions of Judaism, and Roman Catholic and Protestant Christianity; the tradition of dissent, especially but not only seen at the cutting edge of Protestantism - making for variety and vitality, and presenting the twin picture of toleration and intolerance; the frontier - encouraging a man-centered faith (as did the 18th-Century Enlightenment), and giving rise to revivalism, which is uniquely American; the political ideals of the new country which prevented one form of religious "establishment" but stimulated another kind in which political and religious ideals became interchangeable.

One of the surprising things about the religion shaped by these forces up to 1850 is its homogeneity. This was changed drastically by several new influences: immigration, by which American Protestantism became less Calvinist, American religion as a whole less exclusively Protestant or Christian; the Scientific and Industrial Revolutions of the later 19th Century, which produced Modernism (and the Fundamentalist reaction to it), and the Social Gospel. The wars and other cataclysms of the 20th Century have brought about a change in the direction of formal religious thought, especially since the 1930's, and a "return to religion" at all levels, especially since the 1940's.

The most arresting features in the current religious situation are the "Triple Melting Pot," in which religious groupings have gained in importance as against ethnic ones; the new position of Protestantism as a minority (psychologically though not numerically); the rise in religious affiliation. In 1800, 15% of the U. S. Population were affiliated with one of the three major faiths. In 1900 - 36%; and in 1958 - 63% or 110 million. Another 30% "locate" themselves in one of three major faiths. Rates of growth: From 1926-57, population went up 45%; church membership went up 92%. (Fringe sects show much faster rate of growth than the old-line denominations). About 6 million people belong to cults (many of them also being church members). There has been a growth of interest and concern. This is shown by the resurgence of sawdust-trail evangelism, increase in the sale of Bibles, the prestige of religious leaders, the teaching of religion and interest on campuses, and the interest of the intellectuals. The religious-secular paradox: the more superficial objections to the religious revival are familiar - its commercialism, etc. Of deeper concern is whether we have been seeing a religious revival in society or simply a secularizing and diluting of religions, an adherence to religion not because it is true but because being pro-religion is part of American Way of Life.

The common impressions of "fragmentation" and of "activism" are overdrawn. About 80% of religious adherents are in ten major groups. The theological and philosophical accomplishments have not all been sacrificed to "activism."

Charges of intolerance and of superficial religiosity are harder to answer; but many manifestations of the revival, such as the rising social concern of religious groups, are strikingly genuine.

EVALUATION

INDIVIDUAL EVALUATION COMMENTS

- Too many participants were not adequately informed prior to attending, and were uncertain as to the objectives of the seminar.
- When this meeting began I was sure that the advance information was wholly inadequate. Now, at the end, I am not sure but what this was a good thing.
- I was concerned about the material sent out before the seminar, before leaving the home station, but now agree that it was all that was needed.
- This is a very meaningful and worthwhile approach to acquainting Department personnel with the many and varied programs which it strives to administer. A well informed employee is a more capable employee and is better able to utilize his capacity for doing a better job.
- This was an excellent seminar, and I am sure it will be productive.
- This seminar was very challenging and thought provoking. More time could well be devoted to Topic II.
- When a group like this is gathered together there is often a tendency to have too full a program -- including night sessions. This seminar was made more effective by not having an over-full agenda.
- I liked the low pressure approach during the seminar.
- The distribution of time allotted to topics was good because there was not a rush to get through on time in order to allow sufficient time for the next topic.
- There was a very good balance of inspirational items and discussion; the outside speakers were exceptionally good. The discussion groups were not very effective at solving any problems or even analyzing them, but this was helpful in achieving informality and participation, and in getting acquainted.
- Not enough emphasis was given to a critical evaluation of USDA programs. The emphasis seemed to be to improve the USDA image as the Department now exists rather than to point out ways to improve ourselves.
- The participation of high level personnel was very beneficial, however the quality of some of the participation was not very good.

- It is suggested that serious consideration be given to selecting younger persons (under 40) to attend these conferences. Also that the grade level be lowered. I have enjoyed the conference and the associations and have learned much that I didn't know of other agencies of the Department. This is worthy of note because I have been in the Department since 1934. This type of conference was a long time in coming for me.
- The location was excellent but the discomfort of closed rooms in the heat wave was disconcerting to the success of the conference. It would have been possible to have more speakers from the University of Arizona instead of bringing them from other parts of the country.
- After several people completed their parts in the program, the time available for questions was often too limited.
- A suggestion would be to hold comparable seminars on an interdepartmental basis throughout the entire Federal Service.

TALLY OF 26 QUESTIONNAIRES

Please rate the following in comparison with other conferences you have attended, where possible:

	Excellent	Good	Average	Poor	Unacceptable
1. The amount of emphasis placed on orientation and getting people acquainted with each other during the conference.	9	13	4		
2. Material sent you before the seminar.	2	7	9	7	1
3. The usefulness of the topic areas to top level administrators:					
Topic I	20	4	2		
Topic II	17	8	1		
Topic III	10	10	6		
Topic IV	14	7	4	1	
4. The degree to which the speakers got their ideas across:					
Topic I	12	11	3		
Topic II	19	7			
Topic III	12	10	4		
Topic IV	9	15	1	1	
5. Question and answer sessions.	7	13	6		
6. Discussion group sessions.	8	8	10		
7. Discussion questions.	3	12	11		
8. Distribution of the time allotted to topics.	2	18	5	1	
9. Conference facilities.	1	14	7	4	
10. Planning and Programming (mechanics).	4	17	5		
11. Reaction to assignment of roommates.	7	11	7		1
12. Living facilities.	9	12	5		
13. Additional comments: (Use other side of page to complete).					

ROSTER OF PARTICIPANTS IN FIRST FOUR SEMINARS

PARTICIPANTS IN FIRST FOUR SEMINARS

Key:

(G) Gaithersburg, Maryland
 (E) East Lansing, Michigan
 (L) Lincoln, Nebraska
 (T) Tucson, Arizona
 * Evaluator

<u>NAME</u>	<u>TITLE</u>	<u>CITY, STATE</u>
<u>AGRICULTURAL MARKETING SERVICE</u>		
(T) Harold C. Bryson	Chief, S-W Area, Meat Inspection Division	Dallas, Texas
(L) James L. Dizikes	Chemist-in-Charge	Chicago, Ill.
(G) Lyman S. Henderson	Chief, Stored-Products Insects Branch	Beltsville, Md.
* (T) Roy W. Lennartson	Associate Administrator	Washington, D. C.
* (L) Maurice P. Ward	Director	Chicago, Ill.
(T) L. Kenneth Wright	Director, Administrative Services Division	Washington, D. C.
<u>AGRICULTURAL RESEARCH SERVICE</u>		
(G) Robert J. Anderson	Assistant Administrator	Washington, D. C.
* (G) Victor R. Boswell	Br. Chief, Veg. & Orna- mentals Research Br.	Washington, D. C.
(G) Walter M. Carleton	Asst. Dir., Agri. Eng. Res. Div.	Beltsville, Md.
(E) Allan D. Dickson	Head, Barley & Malt Lab.	Madison, Wis.
(G) Arthur M. DuPre'	Asst. Adm., Research & Development	Washington, D. C.
(L) Charles C. Fancher	Regional Supervisor	Gulfport, Miss.
(L) Keith E. Gregory	Research Geneticist, Univ. of Nebraska	Lincoln, Neb.
(L) Harold Charles King	Chief Staff Officer	Washington, D. C.
(T) Earl R. Mackery	Veterinarian in Charge	Phoenix, Ariz.
(L) Myrtle Mohagen	Asst. to the Director for Management	Peoria, Ill.
* (E) Marion W. Parker	Director, Crops Res. Div.	Beltsville, Md.
* (L) William L. Popham	Deputy Administrator	Washington, D. C.
(G) Robert L. Stockment	Chief, Employee Dev. & Safety Branch	Beltsville, Md.
<u>AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE</u>		
(G) Burnice G. Andrews	Chief, Program Analysis Br.	Washington, D. C.
(L) Arnold S. Bjorlie	State Executive Director	Fargo, N. D.
(E) John E. Bradfute	State Executive Director	Columbus, Ohio
(E) Frederick E. Carroll	State Executive Director	East Lansing, Mich.

<u>NAME</u>	<u>TITLE</u>	<u>CITY, STATE</u>
<u>AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE (Contd.)</u>		
(T) Henry H. Christensen	State Executive Director	Denver, Colo.
(L) James W. Croghan	State Executive Director	Des Moines, Iowa
(G) Glenn W. Freemyer	Chief, Order Operation Branch	Washington, D. C.
(L) Willard E. Hillis	Asst. to the Director	New Orleans, La.
*(G) Leonard E. Hoffman	Director of Midwest Area	Washington, D. C.
(E) Elwood E. Jarnagin	Deputy Director, Manage- ment	Cincinnati, Ohio
(L) Roy E. Jones	Deputy Director	Kansas City, Mo.
(G) Kenneth K. King	Chief, Internal Audit Division	Atlanta, Ga.
(T) Charles B. Landry	Audit Representative	New Orleans, La.
(L) Thomas J. Lanners	Deputy Director	Kansas City, Mo.
(L) Douglas Larson	Supvr. Grain Marketing Specialist	Minneapolis, Minn.
(L) Roy L. Neal	Assistant Chief	Temple, Texas
(E) Raymond L. Pauley	Area Chief, Internal Audit Division	Chicago, Ill.
(L) Joseph A. Tresnak	State Executive Director	Lincoln, Neb.
(E) Willard E. Upp	State Executive Director	Springfield, Ill.
(G) John W. Walker	Supervisory Budget Analyst	Washington, D. C.

BUDGET AND FINANCE

(G) Albert L. Dashner	Deputy Director	Washington, D. C.
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COMMODITY EXCHANGE AUTHORITY

(E) Samuel F. Gordon	Supervisory Investigator	Chicago, Ill.
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COOPERATIVE STATE EXPERIMENT STATION SERVICE

(L) Clifford M. Ringuette	Administrative Officer	Washington, D. C.
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ECONOMIC RESEARCH SERVICE

(T) Raymond L. Anderson	Research Agri. Econ.	Fort Collins, Colo.
(T) Robert V. Enochian	Agricultural Economist	Albany, Calif.
(G) Winn F. Finner	Supervisory Agri. Econ.	Washington, D. C.
(T) Nathan G. Mallett	Agricultural Economist	Little Rock, Ark.
(E) Wesley B. Sundquist	Agricultural Economist	St. Paul, Minn.

FEDERAL EXTENSION SERVICE

(L) Carl E. Kemmerly	Asst. Dir. of Ext. Service	Baton Rouge, La.
(E) W. D. Murphy	Asst. Dir. of Extension, Univ. of Illinois	Urbana, Ill.
(E) George E. Parsons	District Ext. Dir., MSU	East Lansing, Mich.
(E) William A. Seay	Director of Extension Univ. of Kentucky	Lexington, Ky.

<u>NAME</u>	<u>TITLE</u>	<u>CITY, STATE</u>
<u>FARMER COOPERATIVE SERVICE</u>		
(G) James W. Mather	Chief, Farm Supplies Br.	Washington, D. C.
<u>FARMERS HOME ADMINISTRATION</u>		
(T) Drew J. Cloud	State Director	Albuquerque, N. M.
(L) Herman H. Hankins	State Director	Little Rock, Ark.
(G) Melvin H. Hearn	State Director	Raleigh, N. C.
(L) Gene L. Hoffman	State Director	Des Moines, Iowa
(L) James E. Jose	State Director	Columbia, Mo.
(E) Nyle L. Katz	State Director	East Lansing, Mich.
(E) John W. King	State Director	Indianapolis, Ind.
(T) Amer Lehman	State Director	Denver, Colorado
* (T) Robert C. Leary	Asst. Administrator	Washington, D. C.
(G) Henry F. Lowe	State Director	Bangor, Maine
(G) A. J. Manchin	State Director	Morgantown, W. Va.
(T) Richard P. Maxey	State Director	Stillwater, Okla.
(L) John R. McClung	State Director	Bismarck, N. D.
(E) James T. McDorman	State Director	Columbus, Ohio
(G) Edward M. Newton	Asst. to the Administrator	Washington, D. C.
(E) Thomas R. Pattison	State Director	Madison, Wis.
(T) Lynn L. Pickinpaugh	State Director	Casper, Wyoming
(L) Heasty W. Reesman	State Director	Lincoln, Nebraska
(T) George H. Reuss	State Director-At-Large	Tucson, Arizona
* (L) Odom Stewart	Asst. to Administrator	Washington, D. C.
(L) Arlo G. Swanson	State Director	Huron, S. D.
<u>FOREIGN AGRICULTURAL SERVICE</u>		
(G) Olav F. Anderson	Chief, F&O Division	Washington, D. C.
(T) Richard Hale Roberts	Deputy Asst. Administrator	Washington, D. C.
<u>FOREST SERVICE</u>		
(G) Glenn R. Allison	Asst. Reg. Forester	Upper Darby, Pa.
(T) John Douglas Beebe	Forest Supervisor	Sandpoint, Idaho
(L) Ray W. Brandt	Forest Supervisor	Alexandria, La.
(E) Russell L. Chipman	Forest Supervisor	Montgomery, La.
(E) Howard C. Cook	Forest Supervisor	Bedford, Ind.
(T) Wilfred W. Dresskell	Asst. Regional Forester	Missoula, Montana
(G) Arthur A. Grumbine	Chief, Div. of Operations	Atlanta, Ga.
* (T) Clare W. Hendee	Deputy Chief	Washington, D. C.
(E) Louis C. Hermel	Deputy Regional Forester	Milwaukee, Wis.
(E) William M. Irby	Asst. Regional Forester	Milwaukee, Wis.
(L) John T. Koen	Forest Supervisor	Hot Springs Nat'l Park, Arkansas
* (G) C. K. Lyman	Chief, Div. of Personnel Management	Washington, D. C.
(T) Irvin Pat Murray	Forest Supervisor	Albuquerque, N. M.

<u>NAME</u>	<u>TITLE</u>	<u>CITY, STATE</u>
<u>FOREST SERVICE, Contd.</u>		
(G) Harold C. Nygren	Chief, Div. of Operations	Upper Darby, Pa.
(G) Nolan C. O'Neal	Asst. Director, Div. of Fire Control	Washington, D. C.
(T) Chester Olson	Range & Fire Staffman, Sitgreaves Natl. Forest	Holbrook, Arizona
(L) Alvis Z. Owen	Forester	Atlanta, Georgia
(E) Kenneth L. Quigley	Research Forester	Columbus, Ohio
(L) John A. Rundgren	Deputy Supervisor	Custer, S. D.
(T) Chandler St. John	Branch Chief	Albuquerque, N. M.
(G) John B. Spring	Chief, Div. of Fire Control	Atlanta, Georgia
(E) Gilbert H. Stradt	Forest Supervisor	Cleveland, Tenn.
(L) John H. Von Bargaen	Forest Supervisor	Cass Lake, Minn.
<u>MANAGEMENT OPERATIONS STAFF</u>		
* (L) Charles F. Kiefer	Executive Director	Washington, D. C.
<u>OFFICE OF THE GENERAL COUNSEL</u>		
(G) Edward W. Bawcombe	Exec. Asst. to the General Counsel	Washington, D. C.
(G) Fred W. Harris	Asst. Reg. Attorney	Atlanta, Georgia
(E) Gilbert A. Horn	General Attorney	Chicago, Ill.
(E) Robert L. Kealy	General Attorney	Milwaukee, Wis.
(L) Patrick C. Murphy	Attorney Advisor	Little Rock, Ark.
<u>OFFICE OF PERSONNEL</u>		
(G) Max P. Reid	Asst. Dir. of Personnel	Washington, D. C.
<u>OFFICE OF PLANT AND OPERATIONS</u>		
(G) Tony M. Baldauf	Asst. Director	Washington, D. C.
<u>RURAL ELECTRIFICATION ADMINISTRATION</u>		
(G) Everett R. Brown	Director, N. Central Area	Washington, D. C.
(G) Gerald F. Diddle	Asst. Area Director	Washington, D. C.
<u>SOIL CONSERVATION SERVICE</u>		
(L) Morrie A. Bolline	State Conservationist	Salina, Kansas
(G) Richard M. Dailey	State Conservationist	Raleigh, N. C.
(L) William B. Davey	State Conservationist	Little Rock, Ark.
* (E) J. C. Dykes	Asst. Adm. for Field Services	Washington, D. C.
(E) Clarence E. Ghormley	Head, Engineering & Watershed Planning Unit	Milwaukee, Wis.

<u>NAME</u>	<u>TITLE</u>	<u>CITY, STATE</u>
<u>SOIL CONSERVATION SERVICE, Contd.</u>		
(G) Kenneth E. Grant	State Conservationist	Durham, N. H.
* (T) Herschell D. Hurd	State Conservationist	Bozeman, Montana
(T) Wilson T. Moon	Asst. State Conservationist	Temple, Texas
(E) David P. Overholt	State Soil Conservationist	East Lansing, Mich.
(G) John T. Phelan	Deputy Dir., Engineering Division	Washington, D. C.
(G) Selden L. Tinsley	State Conservationist	New Brunswick, N.J.
(T) William A. Weld	Soil Conservationist	Fort Worth, Texas

STATISTICAL REPORTING SERVICE

(G) William I. Bair	Supervisory Analytical Statistician	Albany, New York
(E) Clarence D. Caparoon	State Ag. Statistician	Madison, Wis.
(E) Ray B. Converse	State Ag. Statistician	Jackson, Miss.
(E) Russell P. Handy	Supervisory Statistician	Washington, D. C.
(E) James F. Kendrick	Chief, ADP Branch	Beltsville, Md.
(G) Melvin L. Koehn	Supervisory Statistician	Washington, D. C.
(E) James M. Koepper	State Ag. Statistician	Louisville, Ky.
(T) Robert S. McCauley	Ass't. Stat. in Charge	Austin, Texas
(G) Alan R. Miller	Supervisory Analytical Statistician	Charleston, W.Va.
(T) Floyd Earl Rolf	Agri. Statistician in Charge	Phoenix, Ariz.
(L) Richard J. Schrimper	Acting Head, Prices Received Section	Washington, D. C.
(E) George B. Strong	State Ag. Statistician	Montgomery, Ala.
* (E) Harry C. Trelogan	Administrator	Washington, D. C.
(L) John L. Wilson	Ag. Statistician	Topeka, Kansas

